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FIG/D-41-59
24 February 1959

MEMORANDUM FOR: Deputy Director (Intelligence)

SUBJECT: Requested Opinion on CIA Career Service Program

REFERENCE: Memorandum to DD/I from IS, dated 29 January 1959,
Subject: IS Survey of the Office of Personnel

1. In answer to the 29 January 1959 memorandum of the Inspector General to the Deputy Director for Intelligence concerning the subject, the following opinions are advanced in the order requested:

a. A CIA Career Staff is considered a desirable structure within the over-all organization of the Agency if it furthers Agency objectives and is well received by and is meaningful to employees. At this time in the short history of CIA's Career Staff, it is doubtful whether employees generally attach much meaning to membership in the "Career Staff" or place any real value on its existence. If such an attitude of relative indifference is a realistic appraisal of what the "Career Staff" means to a substantial portion of CIA's employees, and I believe that it is, then it is improbable that Agency objectives receive much benefit from the Career Staff concept or practice.

The development of a meaningful Career Staff for the Agency is believed desirable, and an intelligent and objective review of our Career Service experience during the past four years should reveal ways and means for its future realization. Such a review might profitably consider the following:

(1) Clarification of Agency objectives underlying the establishment of the Career Staff.

(2) Clarification of the Career Staff per se--is it or should it be, "A group of carefully selected and trained individuals . . .," as stated in

(3) Realistic firsthand consideration of employee interests and how far CIA can go in balancing employee obligations with employee benefits. It is suggested that the critical examination to be given the Career Service Program include the use of a comprehensive questionnaire directed to all employees in order that firsthand information

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on employee attitudes toward the program may be obtained. Through such a device employees could voice opinions concerning their understanding of Agency objectives of the program, hoped for benefits and realized benefits, administrative shortcomings, etc. For best results such questionnaires should be submitted unsigned.

(4) How can Agency management practically promote a program of this nature?

b. The present Career Staff would appear much more inclusive than the Staff defined in [redacted]. It is assumed that the Career Council condoned this expansion of the original Career Staff concept for good reason. Insofar as the future is concerned, continued inclusiveness or future exclusiveness of the Career Staff should reflect basic policy determinations founded upon detailed study and knowledge of the over-all program to date. This type of information is certainly not presently available to the writer and, accordingly, any views that might be advanced would represent a superficial judgment of little real value.

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c. The separate career service concept as it includes the establishment of office level boards is quite sound to the extent that the office level board has been used as an excellent vehicle for collective senior staff personnel administration. Such boards have been able to variously relate Career Service to the daily administration of personnel, thereby making Career Service an actuality to many employees. The separate service and subordinate boards concept may well be the soundest part of the program to date, and probably represents the best hope for practical program execution in the future.

d. As noted in c., the establishment of office level boards is considered the strongest feature of the program. Numerous personnel regulations receive much more effective application and employees generally are accorded broader and more equitable consideration.

e. Present office level procedures governing personnel actions in relation to Career Service dictates are considered satisfactory within the framework of the current program.

f. The planned interchange of employees among DD/P, DD/I, and DD/S is quite desirable whenever tangible benefits accrue to the individual and the Agency and work schedules are not unduly compromised. Because of basic functional differences among the three major components, personnel exchanges will probably be quite limited.

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2. The foregoing opinions represent serious and thoughtful efforts to provide constructive answers to rather difficult questions. The questions are difficult because policy as represented in enabling regulations and other issuances in 1955 do not always appear consistent with developments and practices generally in evidence in 1959. Furthermore, to intelligently respond to most of the questions posed requires intimate knowledge of policy determinations and current practices and developments throughout the Agency. Such knowledge is generally not available at the office level.

3. Any assistance which the Photographic Intelligence Center may provide the DD/I and the IC with regard to the forthcoming examination of the Career Service Program will be provided promptly.

[Redacted]
Chairman,
Photographic Intelligence Center
Career Service Board

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APPROVED:

Director, Photographic Intelligence
Center

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